



Board of Directors
Daniel C. Naumann, President
Michael W. Mobley, Vice President
Bruce E. Dandy, Secretary/Treasurer
Sheldon G. Berger
Robert Eranio
Lynn E. Maulhardt
Edwin T. McFadden III

General Manager
Mauricio E. Guardado, Jr.

Legal Counsel
David D. Boyer

MINUTES
SPECIAL BOARD MEETING

Tuesday, February 12, 2019, 11:00 A.M.
2nd Floor Conference Room
1701 Lombard Street, Oxnard, CA 93030

DIRECTORS PRESENT

President Daniel C. Naumann
Vice President Michael W. Mobley
Secretary/Treasurer Bruce E. Dandy
Director Robert Eranio (arrived at 11:05am)
Director Lynn E. Maulhardt
Director Edwin T. McFadden III

DIRECTOR ABSENT

Director Sheldon G. Berger

STAFF PRESENT

Mauricio E. Guardado, Jr., general manager
David D. Boyer, legal counsel
Anthony Emmert, assistant general manager
Robert C. Siemak, assistant general manager
Mike Ellis, chief operations officer
Joseph Jereb, chief financial officer
Maryam Bral, chief engineer
Brian Collins, operations and maintenance manager
Josh Perez, human resource manager
Kris Sofley, executive assistant/clerk of the board

PUBLIC PRESENT

Nancy Borchard, City of Oxnard
Stacy Miller, Stacy Miller Public Affairs
Gail Morgan, Stacy Miller Public Affairs
Jennifer Tribo, Ventura Water
Daniel Iacofano, MIG

1. FIRST OPEN SESSION 11:00 A.M.

President Naumann called the meeting to order at 11a.m.

1.1 Public Comments

Information Item

President Naumann asked if there were any public comments at this time. None were offered.

1.2 Pledge of Allegiance

President Naumann asked Director Dandy to lead the group in the Pledge of Allegiance.

1.3 Approval of Agenda

Motion

President Naumann asked if there were any changes to the agenda. As no changes were made or requested to the agenda, he then asked for a motion to approve the agenda. Motion to approve the agenda as is, Director Dandy; Second, Director Mobley. Voice vote: five ayes (Dandy, Maulhardt, McFadden, Mobley and Naumann); none opposed; two absent (Berger, Eranio). Motion carries 5/0/2.

Director Eranio arrived (11:05am)

President Naumann welcomed Daniel Iacofano and turned the meeting over to him for the remainder of the Workshop.

2. BOARD WORKSHOP

- 2.1** Mr. Iacofano of Moore Iacofano Goltsman, Inc., welcomed everyone back to the second phase of the District's Strategic Planning Workshop and explained that, based on the Board discussions from the last meeting, he created the Framework for the Strategic Plan, which he distributed to all in attendance.

2.2 Review of Strategic Planning Process

Mr. Iacofano explained that, by delving further into this framework, and providing that all are comfortable with the direction the framework is taking, that today's meeting will flush out the narrative and work plan for what will become the draft Strategic Plan. That draft will be presented to the Board for its approval, which will create the final Strategic Plan and serve as a guide for how budget should be allocated for future allocations, communicating the District's priorities and projects to the public in a fully transparent process which he anticipates being concluded by the end of March.

Mr. Guardado interjected that the feedback from the Board ensures that all are working to the same objectives. The Strategic Plan will be included in the FY 2019-2020 budget, and will serve to assure that the District's goals are clearly stated and that departments and operations are in alignment with those goals.

2.3 Review, Discussion and Confirmation of the Strategic Plan Framework

Mr. Iacofano stated that Anthony Emmert and Bob Siemak had been actively involved in refining the framework, which MIG compiled from all of the comments from the first workshop. With that, Mr. Iacofano asked everyone to turn to the second page in the Framework document, and asked if the Board would confirm the mission of the District and its mission related goals.

Director Maulhardt said that the mission statement needed to explain the ‘why’ – UWCD manages, protects, conserves and enhances the water resources of the Santa Clara River, its associated aquifers and tributaries in a cost-effective and environmentally responsible manner, “to provide or create a reliable supply of groundwater that overlying users can put to beneficial use (Water Law). He said the mission statement needs a punch line, buzz words that convey beneficial use. He suggested “produce reliable and sustainable supply of groundwater for benefit of all users to put to a beneficial use.”

Director Mobley then added surface water, Director McFadden suggested adding and other sources, and Mr. Iacofano asked if we could just say “water.”

President Naumann said there is storm, runoff, State Water, percolation, and all represent the tools in the District’s toolbox. Mr. Iacofano questioned if you needed to say all of that in a mission statement.

Director Maulhardt said the overall statement goes nowhere; Director McFadden suggested using sustainable. Director Eranio then asked Stacy Miller for the five words that they were using - enhance, move, secure, innovate. To which President Naumann said for more than two years we’ve been promoting “move” water around.

Director Maulhardt then suggested simplifying the mission statement, while President Naumann suggested inventory of water supply – State Water presents a bigger opportunity, Santa Clara River is a part of the mission, but there’s more than that and the District should include an inventory, or water portfolio.

Director Maulhardt said he would reserve the right to modify the mission statement going forward. Joseph Jereb asked if you need to be specific or could it be described in general terms like “beneficial use.” Director Maulhardt said that State Water Law says “reasonable and beneficial use,” and doesn’t qualify what that means, but reasonable has a huge impact on water rights.

Mr. Guardado added that the mission should be broad, while the vision of the District can be more specific. He said mission related goals – water supply, to insure long time; system reliability, for both current and future infrastructure; environmental *protection* and compliance. The goal statement clarifies mission

related goals. And then there are also supporting goals like fiscal responsibility, regional partnerships, communications and outreach, effective organization and best available science and engineering, these are the tools used to achieve the mission.

Director McFadden said that leadership in the industry is an important supportive goal. Director Maulhardt added that item C. under mission related goals -- environmental protection and compliance, should be removed because the District's goal is broader in context. Regulatory compliance, not all are environmental based, but the District has to comply with ALL regulatory agencies that apply. He also cited the case of NMFS and Fish and Game, asking who do we comply with when the agencies are not in agreement, when we're getting conflicting direction and requirements. Perhaps change C to regulatory compliance, city, county, state and federal.

Director Dandy said Environmental concern has to be in forefront. Regulatory compliance doesn't say that. Environment is broader than regulations, and it shows the District is being pro-active, like with the solar project for example.

Director Maulhardt said that he would argue that mission related goals are A. Water supply, with a subset of the various water sources – groundwater, surface, recycled, Table A State Water, Article 21 State Water and so on. B. System Reliability, diversions, pump back, pipelines, there are a myriad of systems. And C. General Compliance, not isolate one entity, environment is important and regulatory compliance is a burden.

Director McFadden asked if there was a better “general” term for regulatory that would include things like Cal OSHA, etc. outside of fish and birds. Director Mobley concurred, but said he could go Environmental or regulatory.

Director Dandy suggested environmental stewardship, not just regulatory, because it is an important part of the District's overall responsibility. Director Maulhardt suggest that Mr. Iacofano added a letter I under mission supportive goals and label it as Environmental Stewardship.

Mr. Guardado added that it is important to incorporate the context and the discussion because the District has changed its approach. In the past, he said, Environmental compliance was the way EPCD operated, like the internal police or regulator. But now, being environment stewards of basin, to protect the water supply. Regulatory is also kind of a dirty word, where stewardship has a much more positive connotation. Environmental Compliance seems rigid, environmental stewardship conveys more of a vision, the way we're working. Adding a J to the Mission supportive goals. Environmental compliance insure sustainability, long term sustainability of the aquifers.

Director Mobley said that we can't really do anything without compliance, so why do we need to mention it. Mr. Iacofano said it represents a significant amount of staff time and money.

Director Maulhardt said that the whole process is not just for us, but to communicate to the world the mission, the mission related goals, are all that we have to deal with in terms of supply, reliability and compliance. Supportive goals are the "how" we do it, industry leadership, environmental stewards, fiscally responsible, regional partnerships, outreach, etc.

Mr. Iacofano said that was a very clean summary of the whole plan. He then said that as you go deeper in the objectives and goals – with the goal statement, objectives and performance measure, those 7 items are a clear measure of success.

2.4 Goal Area Review and Discussion of Key Objectives and Priorities

A. Water Supply

Mr. Guardado said that Objective A1 should include A4 as support for the State Water Project CA Water Fix is very specific and part of the strategy, a means to an end, and should be incorporated, as well as "and other projects" in item A1. A2, delete SPW from the objective. A3, The Water Resources Management Plan, would include all the GSAs and retailers included in A5. A6 should be moved to Compliance, and the Performance Measure should be keyed to Groundwater Conditions reports.

Director Eranio said that Achieve target water supply needs to be linked to the Groundwater Conditions Report, which has a varying number every year plus a margin of safety but would start as the first base line, including land use and GSA's plans. Mr. Iacofano said he would add that clarification to the performance measure.

Mr. Guardado said that he was tracking conditions from 2017 to now regarding Article 21 water and just received an urgent message at 11:30am regarding reservoir levels. Thinking more along the lines of performance measurement, State Water equals deficiency in bringing in sources.

Mr. Iacofano said the focus should be on achievement, yes or no? Not the how, but the result, right? President Naumann said there should also be a reference to where we are now versus where we need to be. Director Mobley added maximum surface water off the Santa Clara River would be 100 percent efficiency. Maryam Bral added that could be achieved over several years, based on something like a Water Resources Plan.

Mr. Iacofano said that we are managing toward a result, achieve as defined by IRW.

B. System Reliability

Director Maulhardt said the goal statement was too politically correct, he read the statement aloud and then asked what that even meant. He especially questioned the “under the full range of future land-use and climate-change scenarios. He also pushed back on “existing and planned” water supply, recharge systems can meet the region’s needs, add “efficiently, and do you really need “under the full range of future land-use and climate change scenarios anticipated in the region? He said the District’s job is to meet the region’s needs and it has to adapt to whatever those needs are.

President Naumann questioned the word “planned” water supply. Anthony Emmert tried to clarify saying the most cost effective supply first, then move out from there to fill in the gaps. President Naumann said that is not what the text says. Director Maulhardt said that there are two scenarios – existing and future and a combination of mix and match to address the two. Blending groundwater with surface water, finding new ways to use existing infrastructure, etc. President Naumann said the District is developing partnerships to move water around.

Item B4 could be incorporated into B1, and Director Maulhardt suggested replacing B4 with “develop a strategy that leverages interaction of existing infrastructure to create new opportunities. That is both flexible and reliable.

President Naumann asked if the District sets up a contract to purchase Article 21 water, brings the water into the basins, then has to figure out how to get water back.

Mr. Iacofano said that you have to use the tools you have at your disposal to target system reliability. Mr. Emmert added that users have reliability 99.9999 percent of the time. Dr. Bral added that systems or infrastructure assist management in developing policies and plans. She added that performance measurement should include upgrade and expand capacity to address and meet future demands.

Joseph Jereb asked if water quality and emergency response should be included under water reliability.

C. Environmental Compliance

It was agreed that the heading would change to Regulatory Compliance and the Goal Statement would be: “Ensure long-term sustainability of the groundwater, surface water and other water sources recharging the aquifers with the District while complying with regulations.”

Director Eranio said that water quality is the priority and suggested adding another objective, C6, stating that. Director Maulhardt said that the HCP is the beginning of the process, and Mr. Emmert added that it is a component within the permitting package. Statement C2, environmental resource should be changed to regulatory agencies. On C4, remove environmental from the sentence. C5 is actually a

performance measure, which should state “compliance with all applicable regulations.”

Supporting Goals and Objectives

D. Fiscal Responsibility

Mr. Jereb said high level objectives include creating long range planning documents that support long range water supply documents, expand available financial resources through dynamic grants; optimize credit rating and maintain financial control. He also said he would like an opportunity to do some wordsmithing on the goal statement and believes he could come up with four stated objectives that would replace the eight currently referenced in the document.

Director Maulhardt said that goals end role in meeting regions water supply needs and regulations. Director Mobley said that D5, raising rates, has to be communicated with rate payers to make sure operations are sustainable. Director Maulhardt said that the District’s financial acumen had changed over the past 20 to 25 years and now audits validate the functional and supportive process used for rate setting and budgeting. He said it is a commitment of the Board to never lose financial control, but that it can’t keep increasing rates and must be sensitive to rate payers and their understanding of the rate structures. He thought it should be emphasized that the District’s accounting practices meet the highest level of audit standards and would like to see a financial outreach program that explains the rate structure and the public outreach component.

President Naumann said there should be no surprises, and Mr. Jereb added planning and adequate financial controls, while Mike Ellis stressed transparency. Director Eranio said there should be options for how to expand revenue base. There was then a brief discussion of changing the District’s boundaries, which Director Maulhardt said is very feasible but would be a political nightmare. Mr. Siemak thought the performance measures crossover into organizational efficiencies. Director Maulhardt then said that if Mr. Jereb could get the eight statements down to four, he and the other Board members would add to that to assure the highest standards of accounting, clean audits, public outreach and financial controls.

Mr. Guardado cautioned the group that the particular current financial structure is not sustainable and that to improve the structure, the District needs to create new revenue sources. Director McFadden added that rate payers need to support funding and/or changes. Transparency should be added to the list of performance measures.

E. Regional Partnerships

The group thought this should be renamed Industry Leadership and Partnerships. Director Maulhardt suggested that the goal statement should be changed to end after cost-effective water supply solutions. Gail Morgan said that Industry Leadership includes partnerships, but Director Maulhardt said regional leadership and

partnerships. He said the District has spent lots of time and money developing its groundwater model and there are quite a few groups that look to use it and the District's staff as experts. As leaders in regulatory issues, the skills that have been developed benefit the region and we need to work within the region to convey that it is the District's leadership that has brought about these benefits.

Mr. Iacofano said the District takes a lead role. Director Maulhardt said the District needs to be recognized as leaders who can be trusted. It is the Board's policy to consistently ensure the best science and engineering is at the forefront and that it is always justifying and validating its expertise. Director Mobley suggested stating the District takes a leadership role in building positive relationships. Director Maulhardt said that Federal should be added to statement E2. Stacy Miller asked what the difference was between E –Partnerships and F – Communication as she believes they go hand in hand.

Director Maulhardt said Regional Leadership and Partnerships are different than communication and outreach. Mr. Iacofano said there is policy and political leadership, they all work to support each other, that it is an editorial issue and is the same logic depending on who is managing the process. Director Maulhardt said he liked strategic partnerships and that E4 should say strengthen partnerships. Mr. Iacofano suggested amending the performance measure to say Identify and engage all relevant partners.

F. Communications and Community Outreach

Stacy Miller volunteered to provide goals and measurability for this section. President Naumann said that in F6, be sure to change reservoir to lake.

Director Maulhardt suggested that UWCD be branded as the regional water expert. It was also stated that the District's digital footprint be utilized as a measure of performance.

G. Organizational Effectiveness

Director Maulhardt suggested the goal statement end after future challenges. And that review schedule process to maximize efficiency, managing projects on a continuous basis. Dr. Bral suggested a new G9 which would say efficient project development through budgeting and scheduling quality management. Director Maulhardt said G8 could be eliminated, or moved over to Communications, as G9 speaks to management.

Mr. Jereb suggested "leverage technology and management innovation to implement culture of continuous improvement."

Suggestions for performance measurement included effective leveraging of tools and management abilities, reduce process time and increase value added, financial costs equal to some percentage of revenue opportunity, or number of invoices processed.

Mr. Iacofano suggested including a mention of industry leadership based on science and engineering, or does that stand alone.

Brian Collins suggested that performance measurement for each department be based on key performance index (KPIs) to validate continuous improvement. Director Maulhardt suggested that each department needs to create KPIs and use that to calibrate department effectiveness. Mr. Guardado added that staff has to understand its role in reaching or facilitating KPI. Mr. Iacofano said KPI is a scorecard, and Mr. Collins added that each department head could track with implementation. Dr. Bral added the need for continuous training and education, which Mr. Jereb said would attract and retain the best people. Mr. Iacofano added that talent and best science and engineering are key. Director Maulhardt said that those need to be separate, as he believes the District has lots of technical expertise, but it is how the information is used to blend technology with policy. Tech presentations are separate from policy. The District hires the best and brightest individuals, professionally and technically competent people who provide guidance and independence to do technical analysis. All that plays into organizational effectiveness. Director Mobley agreed, saying that science and engineering touches everything.

Mr. Guardado also agreed, saying that it applies to other categories. Director McFadden said the public perception is that United is the gold standard when it comes to groundwater conditions and the District needs to enhance and spread that message. Josh Perez said organizational effectiveness and science and engineering are key factors in recruiting. Mr. Jereb added rational science and facts not swayed by political or managerial trends. Mr. Iacofano said all of this relates to values, transparency, science based, fiscal responsibility, all these priorities convey the values of the District. Director Maulhardt concurred and repeated the importance of including the values of the District, reaffirming Mr. Guardado's statement that there is no one entity or department that is above another, that science and technology balance the District's decision making process. Mr. Iacofano said that values are optimized, but can have inherent conflicts, such as which value has priority. Mr. Jereb clarified with the statement cross-function collaboration in decision making process. Mr. Guardado added that operational effectiveness is balanced decision making with science, finance, practicality, viability, user needs, stakeholder buy-in and regulatory all being factored into the decision. Director Mobley added that those are all rolled into communication and outreach which sits on a foundation of science and technology. Dr. Bral added balance all components in leadership and Mr. Siemak stressed the value of collaboration.

Director Maulhardt said integrity, collaboration, transparency are the values, what you become. Ms. Miller said that we're constantly creating culture. Mr. Guardado explained it by saying that values, framework and the plan all have a role in implementation. As an example, he said culture as behavior, during the recent storms, the District was diverting high sediment water, something operations had

personnel were working 24/7, scraping screens with rakes manually to maximize the water take. That is a mission drive culture example. The lore, the history of the District builds the culture.

Mr. Iacofano explained that the Strategic Plan gives the Board a framework for developing policies and direction to staff; and from that a very detailed work plan conveys how to implement toward obtaining the goals and objectives outlined in the Strategic plan. The work plan is what you do, he added. Overtime, he said, as the strategic plan evolves, mission and values remain consistent/stable. Objectives, the work plan and annual budget evolve and change. Alignment imposed discipline and accountability.

2.5 Summary and Next Steps

Mr. Iacofano thanked everyone for their input and participation. He said that he would weave all of today's comments and suggestions into the final draft of the Strategic Plan. He said the next steps are the fun part, now that the framework was established, the focus moves to working out the plan. He added that he really appreciated the time from the Board and hopes that everyone feels it was worthwhile and that everyone has been very helpful.

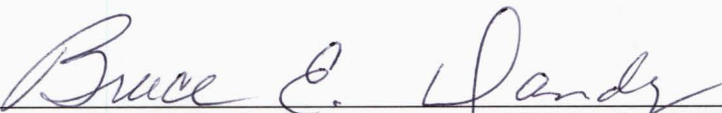
President Naumann adjourned the meeting at 1:58p.m.

3. ADJOURNMENT 1:58 p.m.

The Board will adjourn to the **Regular Board Meeting on Wednesday, February 13, 2019** or call of the President.

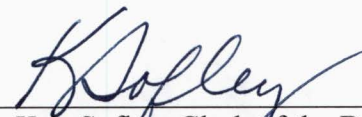
I certify that the above is a true and correct copy of the minutes of the United Water Conservation District's Special Board of Directors meeting/Strategic Planning Workshop of February 12, 2019.

ATTEST:



Bruce E. Dandy, Secretary/Treasurer, UWCD Board of Directors

ATTEST:



Kris Sofley, Clerk of the Board



STRATEGIC PLAN FRAMEWORK

DRAFT: February 8, 2019

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MISSION

United Water Conservation District manages, protects, conserves and enhances the water resources of the Santa Clara River, its associated aquifers and tributaries in a cost-effective and environmentally responsible manner.

MISSION-RELATED GOALS

A.
WATER SUPPLY

B.
WATER SYSTEM
RELIABILITY

C.
ENVIRONMENTAL
PROTECTION &
COMPLIANCE

MISSION-SUPPORTIVE GOALS

D.
FISCAL
RESPONSIBILITY

E.
REGIONAL
PARTNERSHIPS

F.
COMMUNICATIONS
AND
COMMUNITY
OUTREACH

G.
ORGANIZATIONAL
EFFECTIVENESS

H.
BEST AVAILABLE
SCIENCE AND
ENGINEERING

STRATEGIC PLAN FRAMEWORK

MISSION:

United Water Conservation District manages, protects, conserves and enhances the water resources of the Santa Clara River, its associated aquifers and tributaries in a cost-effective and environmentally responsible manner.

MISSION-RELATED GOALS AND OBJECTIVES

A. WATER SUPPLY

Goal Statement: Ensure long-term water supply for all users.

Objectives:

- A1. *Identify and optimize use of all potential water supplies in our “toolbox” including recycled water, high-sediment river water, supplemental State Water Project (SWP) water, urban storm water runoff, treated brackish groundwater, etc.*
- A2. *Maximize and expand SPW water delivery.*
- A3. *Prepare an Integrated Water Resources Management Plan that prioritizes all water supply alternatives.*
- A4. *Support the State Water Project California WaterFix.*
- A5. *Coordinate with all overlying GSA’s and support the implementation of their GSP’s, including technical and project delivery leadership.*
- A6. *Comply with state and federal drinking water quality standards.*
- A7. *Implement the District’s top priority infrastructure projects.*

Performance Measure(s):

- Achieve target water supply.

B. SYSTEM RELIABILITY

Goal Statement: Ensure that United’s existing and planned water supply, conveyance, and recharge systems can meet the region’s needs under the full range of future land-use and climate-change scenarios anticipated in our region.

Objectives:

- B1. *Maintain effectiveness of existing infrastructure.*

- B2. Develop and implement new infrastructure projects that maintain and improve water supply.*
- B3. Implement asset management policy and develop asset management plan.*
- B4. Operate and maintain facilities cost-effectively and efficiently.*

Performance Measure(s):

- Achieve target system reliability.

C. ENVIRONMENTAL COMPLIANCE

Goal Statement: Ensure long-term sustainability of the aquifers within the District while complying with environmental regulations.

Objectives:

- C1. Resolve outstanding legal disputes and prevent future legal disputes in an operationally and financially sustainable fashion.*
- C2. Work collaboratively with environmental resource agencies to obtain agreement on outstanding permitting requirements.*
- C3. Work collaboratively with local, state, and federal elected officials to streamline and modernize the application process for permits.*
- C4. Promote and provide leadership in securing reasonable and science-based decisions on environmental regulations.*
- C5. Complete Habitat Conservation Plan for the District's service area.*

Performance Measure(s):

- Compliance with all applicable laws, statutes and regulations.

SUPPORTIVE GOALS AND OBJECTIVES

D. FISCAL RESPONSIBILITY

Goal Statement: Ensure adequate financial resources are available for United to fulfill its role in meeting the region's water-supply needs, while maintaining United's infrastructure and being protective of the environment.

Objectives:

- D1. *Resolve lawsuits that impact the District's financial position.*
- D2. *Increase bonding capacity to fund the District's priority infrastructure projects.*
- D3. *Continue to explore ways to boost revenue from the recreational facilities at Lake Piru.*
- D4. *Pursue grant funds and low interest loans in support of major infrastructure projects on federal, state and regional level.*
- D5. *Adjust the UWCD rate structure to meet future challenges, such as expanded water supplies, infrastructure replacement, etc.*
- D6. *Continue efforts to work with our congressional delegation in Washington DC to identify potential funding sources for the District's priority infrastructure projects.*
- D7. *Create reserve funding capacity to allow the District to take advantage of potential new water supplies when the opportunity presents itself (e.g., Article 21 water).*
- D8. *Prepare a Financial Strategic Plan that outlines funding and financial options available to the District.*

Performance Measure(s):

- Achieve target reserve amount.
- Achieve a diversity of funding sources.
- Amount of grants awarded to District

E. REGIONAL PARTNERSHIPS

Goal Statement: Build positive relationships with local jurisdictions, agencies, and stakeholders, so that we are recognized as partners that can be trusted to provide cost-effective water-supply solutions that are beneficial to all our customers and the environment.

- E1. *Build and strengthen partnerships and coalitions, including those with GMA, Cities, Water Agencies, County, GSA, Neighbor Groups, NGOs, DWR, SWRQCB, FED, US F&W, agriculture community, business community.*
- E2. *Maintain advocacy efforts at state and local levels.*
- E3. *Strengthen our relationships with the County and the cities we serve.*
- E4. *Pursue partnerships with other water agencies and municipalities to fund future Article 21 water and capital projects of regional significance.*
- E5. *Develop cooperative agreements with local and regional agencies for projects that provide regional benefits.*

Performance Measure(s):

- Engage all relevant regional partners.

F. COMMUNICATIONS AND COMMUNITY OUTREACH

Goal Statement: Promote awareness and understanding of the District’s mission, programs and priority projects to raise the District profile and credibility with our customers and constituencies.

- F1. *Continue efforts to educate stakeholders, taxpayers, and elected officials on the true cost of water and our role as UWCD to ensure water reliability.*
- F2. *Promote expertise, successes and accomplishments of United as value to stakeholders.*
- F3. *Maintain and distribute cohesive messaging on District issues at all levels of representation (i.e. staff, Board, consultants) and across all mediums.*
- F4. *Build support for infrastructure replacement and a future bond measure.*
- F5. *Create new drought awareness to support a more robust supply.*
- F6. *Promote recreational use of the reservoir.*
- F7. *Seek and work collaboratively with groups of shared interest to enhance regional collaboration.*

Performance Measure(s):

- Increased community presence via technological channels.
- High positive regard (as measured by a statistically-valid survey).

G. ORGANIZATIONAL EFFECTIVENESS

Goal Statement: Increase UWCD's organizational capacity to meet current and future challenges through best available science and engineering.

- G1. Develop, improve and maintain clear and comprehensive policies, systems and procedures to improve administrative efficiencies.*
- G2. Build organizational capacity to meet current and future challenges.*
- G3. Focus on staff retention and support.*
- G4. Develop recruitment plans for key and strategic position.*
- G5. Continue efforts to make Board meetings more efficient.*
- G6. Advance workforce excellence and capability.*
- G7. Establish and implement an energy efficiency program targeting continual improvement.*
- G8. Ensure that the District is recognized as a credible, effective and reliable authority for water infrastructure, groundwater, management and policy.*
- G9. Shorten project delivery schedules.*

Performance Measure(s):

- Filled staff positions.
- Achieve target administrative overhead rate.
- Staff turnover rate.